CHAPTER 2 CNFJ REGION FACILITY MANAGEMENT SYSTEM

a. **MISSION AND SCOPE**. The CNFJ Region Facility Management System (RFMS) is one component of the CNFJ BOS management structure. The RFMS mission is to enable CNFJ Region to accomplish its base support mission by performing the full range of facility management functions across all U.S. Navy activities.

RFMS Mission and Vision

- **Mission:**
  - We enable CNFJ Region to accomplish its base support mission by performing the full range of facility management functions across all U.S. Navy activities.
- **Vision:**
  - We deliver World-class facility management support to our Forward Deployed Naval Forces.

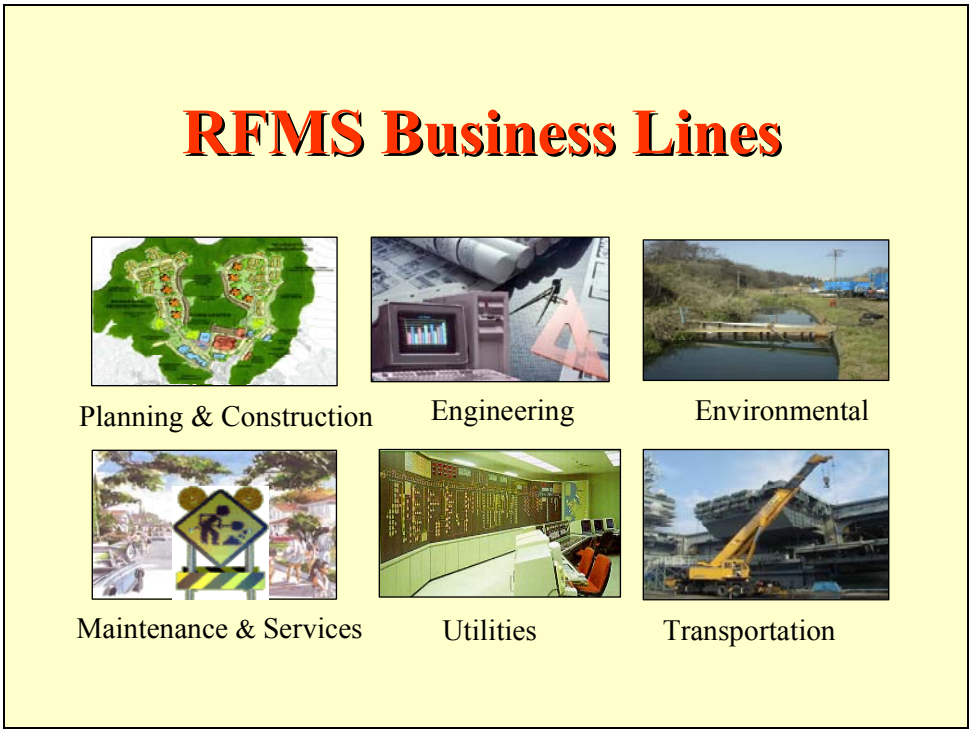
(1) **THE MISSION HAS TWO MAJOR ASPECTS**: manage the CNFJ Region Facility Management Program and manage the life cycle of CNFJ Region facilities.

(2) **REGIONAL FACILITY MANAGEMENT PROGRAM**. This mission is described as the role of the Regional Program Manager (RPM), as described in the Desk Guide for CNFJ Region BOS Operations. This role includes the planning, programming, and budgeting of resources for all CNFJ Region facility requirements.

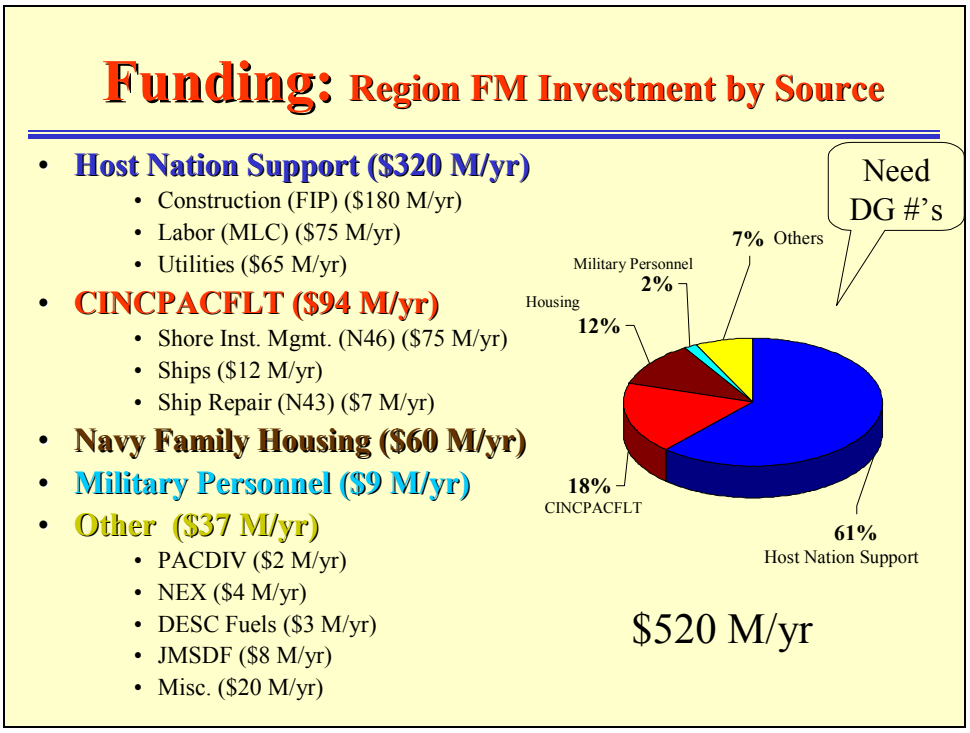
(3) **MANAGING FACILITY LIFE CYCLE**. The RFMS effectively manages the life cycle (cradle to grave) of all facility assets for the CNFJ Region. The life cycle begins with regional and base development planning based on the defined and projected operational mission and force structure. The cycle continues with acquisition of new facilities or reconfiguration of existing facilities to meet the operational requirements. Once supporting facilities are in place, the RMFS effectively operates and maintains facility systems to support on-going mission execution. Next comes sustainment, which rejuvenates and revitalizes aging facilities, extending their useful life. During the cycle, the RFMS maintains effective environmental stewardship of real estate to

ensure a safe living and working environment and continued full use of available assets. The last phase of the life cycle is demolition and removal of excess or obsolete facilities, keep maintenance cost lower and creating a quality service environment.

(4) **SCOPE OF THE RFMS** covers all facility assets and requirements for all CNFJ Region bases. The RFMS delivers service through six broad facility "business lines," or categories of products and services, including Planning and Construction, Engineering, Maintenance and Services, Utilities, Transportation, and Environmental.



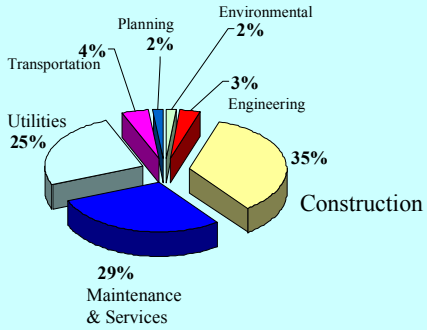
(5) **RFMS INVESTMENT**. There are multiple investment streams that support the RFMS, including host nation support, Commander in Chief, U. S. Pacific Fleet (CINCPACFLT) funding, Navy Family Housing program funding, Military Personnel, Navy (MPN) funding, and other smaller categories. As a point on reference, the total investment in RFMS in fiscal year 2001 was valued at approximately $520 million.



(6) **RFMS INVESTMENT** When RFMS investments are distributed by business line, construction, maintenance and services, and utilities are the largest resource consumers.

Region FM Investment by Business Line

- Business Line:
  - Planning ($8 M/yr)
  - Engineering ($18 M/yr)
  - Construction ($180 M/yr)
  - Maint. & Svcs. ($152 M/yr)
  - Utilities ($130 M/yr)
  - Transportation ($23 M/yr)
  - Environmental ($9 M/yr)



$520 M/yr

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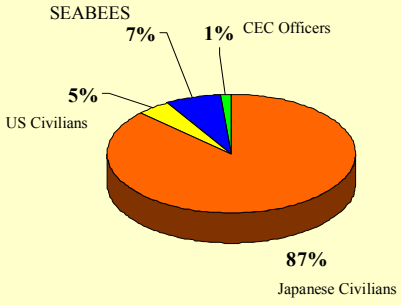
(7) **REGION FM MANNING** Another scope aspect of RFMS is the number of people associated with its service delivery processes. There are almost 2000 people involved in RFMS service delivery region wide.

People: Region FM Manning by Labor Category

- **Japanese Civilian (MLC)**
  - 1,705 personnel
- **U.S. Civilian**
  - 91 personnel
- **SEABEES**
  - 140 personnel
- **Navy Officers (CEC)**
  - 27 personnel



1,963 Personnel

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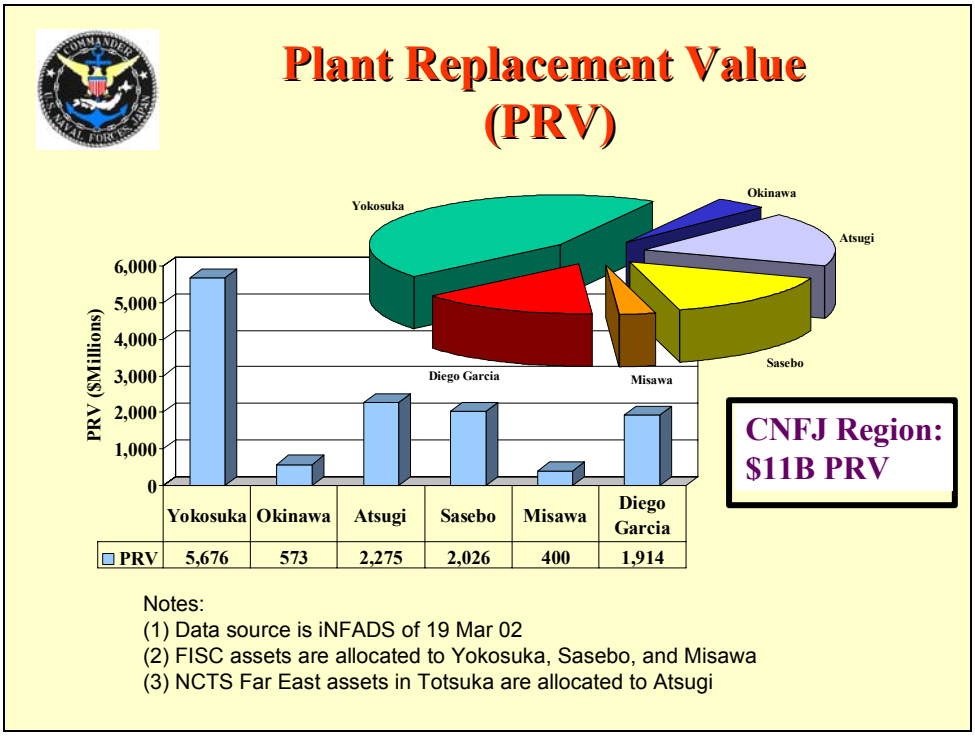


(8) **PRV** The current Present Replace Value (PRV) of the facilities infrastructure of the CNFJ Region, as officially reported in the Navy Facilities Assets Database, is approximately $11 billion.

b. RFMS DESIGN PRECEPTS

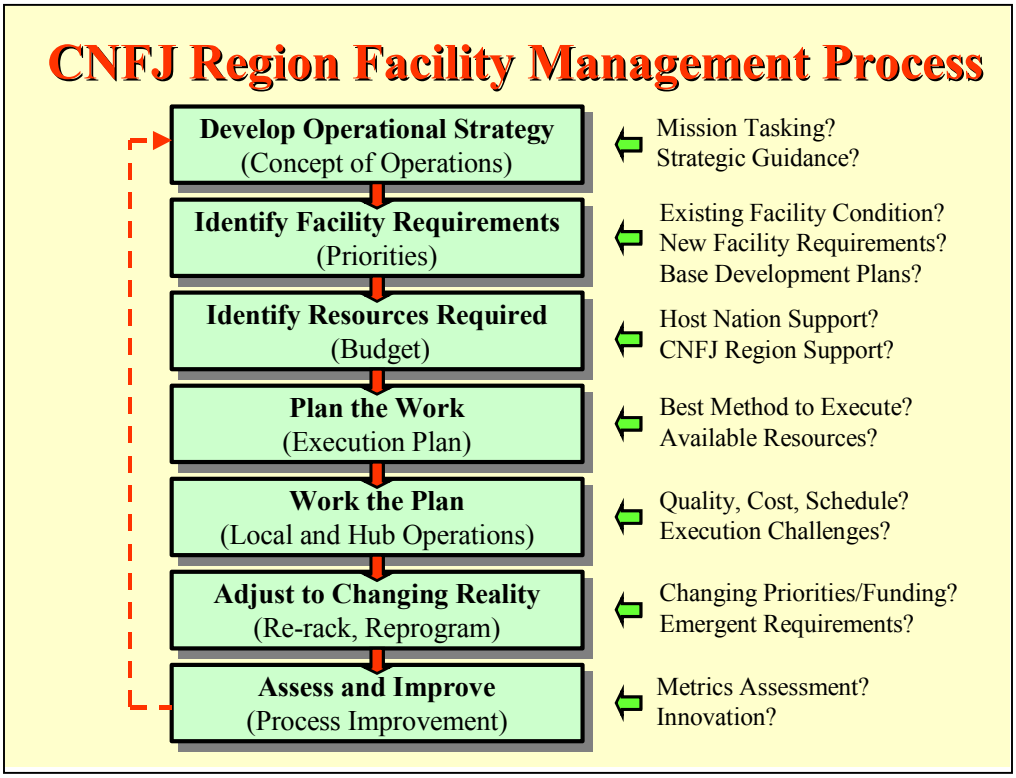
The Regional Facility Management System (RFMS) is conceived and built upon the design precepts that targeted world-class service delivery effectiveness coupled with maximum service delivery efficiency. The primary design precepts are listed below:

RFMS Design Precepts

1. Target World-class Effectiveness in Service Delivery
2. Establish Vision and Constancy of Purpose
3. Improve ROI by Reengineering Business Line Processes
4. Align and Act as One Facility Engineer Team
5. Adopt Common, Best in Class Business Practices
6. Consolidate for Efficiency Where It Makes Sense
7. Engage the Power of NWCF Where it Makes Sense
8. Leverage Technology, Innovation, Professional Networks
9. Correctly Size and Shape the Workforce
10. Be Decisive, Move Quickly Through Transition

c. RFMS FACILITY MANAGEMENT PROCESS

The CNFJ region relies on facilities management and engineering professionals to manage the large and complex facility management challenge. The Regional Engineer leads the effort, working closely with "forward deployed" Public Works Officers and centrally located RFMS managers. Collectively, the RFMS owns and executes the "CNFJ Region Facility Management Process," shown below:



d. RFMS CONCEPT OF OPERATIONS

The leaders of the RFMS are constantly asking the question, " What is the best way to get this work done?" The RFMS is challenged to identify the optimum solution for each facility requirement, taking all service factors (cost, speed, quality, complexity, capacity) into consideration. **The service delivery goal is to meet or exceed client expectations for quality and responsiveness.**

Regional Facility Management System
Concept of Operations

- Full **Integration** of All Available Facility Management Capabilities into One Seamless Service Delivery ***System***
- Central Planning, Programming, Budgeting
- Central System Execution Management
- Local (Base Teams), Central (Hub), and Virtual (Exterior Region) Service Delivery

(1) **THE "SYSTEM"** gives RFMS leaders and managers four categories of service execution platforms, or "execution engines." The first execution method is through our in-house, mission funded capability. Some business lines operate almost exclusively through this engine. The second execution method is through our in-house, Navy Working Capital Fund (NWCF) capability. This capability comes from the Navy Public Works Center (PWC), Japan Region , a NWCF chartered service command headquartered in Yokosuka. The third execution method is contracting capability, including architect-engineer contracting, construction contracting, service contracting, and real estate contracting. This contracting authority is inherent in Officer in Charge of Construction, Far East (OICC, FE). The fourth execution method is receiving support from "Centers of Technical Expertise" from outside the CNFJ Region. Primary among these include Pacific Division, Naval Facilities Engineering Command for planning, engineering, and contracting support. Included is the Japan Engineering District (JED) of the Army Corps of Engineers for major new facility project design and construction. The expanded network of Naval Facilities Engineering Command expertise is readily available, including the Naval Facilities Engineering Support Center (NFESC) and Navy Crane Center (NCC). The Third Naval Construction Brigade provides deployable SEABEE detachments and teams to tackle specific projects of training value.


Regional Facility Management System
Supporting Commands
Service Delivery
PWC Japan
COMNAVFORJAPAN
OICC FE
Technical Support
Pacific Division & NAVFAC Network
Japan Engineering District & Army Corps Network
Mission and Resources
COMPACFLT
Mission Funding
COMUSJAPAN
Host Nation Support

(2) **THE REGIONAL FACILITY MANAGEMENT SYSTEM** (RFMS) is shown diagrammatically below, showing all major components working together in a matrix relationship supported by six system enablers. Each component of the system will be described in greater detail in following chapters.